eployable Sexual Assault Response Coordinato
(DSARC)
Initial Training

Lesson One

DSARC Roles and Responsibilities

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DSARC Roles and Responsibilities

Learning Objectives:

- Identify the DSARC's roles and responsibilities
- Discuss the role of the DSARC in supporting Command
- Demonstrate an understanding of the DSARC's role in reporting restricted and unrestricted reports of sexual assault
- Explain the DSARC's responsibility for maintaining victims' privacy

Overview of DSARC Responsibilities

- *Ensure overall management of sexual assault awareness, prevention, training, and victim advocacy in Theater*
- Serve as the designated program manager for victim support services who coordinates and oversees implementation of the SAPR Program in Theater
- Be trained by the Installation SARC prior to assuming duty
- Advise the victim on their options for restricted and unrestricted reporting, unless exception to policy is granted by G1
- Assign a UVA to assist the victim immediately upon notification of the incident
- Oversee UVAs in the performance of their UVA duties
- Ensure sexual assault victims receive guidance and emotional support throughout medical, investigative and legal processes

Overview of DSARC Responsibilities Cont'd.

- Maintain liaisons with Command and other first responders
- Conduct senior level training to increase awareness
- Track and maintain a roster of subordinate units that require UVAs, status of their training, and rotation dates
- Publish and maintain an on-call roster
- Ensure data on sexual assault are received from the responding agencies and reported into the data tracking system
- Turn over case files to the Installation SARC upon redeployment
- Track services provided to sexual assault victims
- Maintain case management information on all sexual assault incidents to ensure a smooth transition with the Installation SARC upon redeployment
- Train UVAs in a deployed environment
- Serve as a permanent member of the SARB

Victims' Reporting Options

To ensure integrity of restricted and unrestricted reports is maintained, the

DSARC must:

- Follow-up with all UVAs to ensure victims are informed of their reporting options
- Maintain all original Victim Reporting Preference Statements (VRPS)
  - Turn over VRPSs to Installation SARC upon redeployment
- Report non-identifying information to the Senior Mission Commander within 24 hours for *all restricted reports*
- Ensure *unrestricted cases* are reported to the first LTC in the chain-of-command, CID, MPs and the installation Provost Marshal (PMO) within 24 hours of receipt
- Establish the Restricted Reporting Case Number (RRCN) that is assigned to all restricted cases and provide this number to the healthcare provider who performs the sexual assault forensic examination

Restricted Reporting Case Number

- When a Restricted report is filed, the DSARC is responsible for establishing a Restricted Reporting Case Number (RRCN) to identify the case
  - Consists of 17 alphanumeric characters that identify the case in lieu of personal information
  - Unique permanent number that identifies the case from the time the case opens until it is closed as a Restricted report

- If a victim elects to change the reporting option from Restricted to Unrestricted, a new number is established by law enforcement and all evidence is then transferred under the new number

- If changed to an Unrestricted report, the SARC is responsible for reporting the case to the Criminal Investigation Division (CID) and the Soldier's Commanding Officer within 24 hours

The SARC should remind the victim that by changing the option to Unrestricted, an investigation might be triggered.

Army Restricted Reporting Case Number Structure

RRCN = "1005A1516020001RR"

Character #	Description
1-2	Month of incident report date (
3-4	Year of incident report date (Y
5	Branch of Service (S)
6	Component code
7-11	Installation/Location code (CC

10 05 A 1 51602 0001 RR

Example: Army Sexual assault case from Ft. Myer, with Oct 05 as the incident report date and the victim is Active Army who elected Restricted reporting.

Overview of DSARC's Responsibilities

- The DSARC must assist Command in executing the goals of the SAPR Program, including:
  - Ensuring Command understands the program and their responsibilities within the program
  - Tracking sexual assault incidents
  - Monitoring training requirements
  - Marketing the program
  - Advising Command of any limitations in the program and possible solutions in deployed environments

Command Relationship Cont'd.

Command is responsible for all of the following:

- Determining the best course of action for separating the victim from the alleged offender, including:
  - Separating the victim from the alleged offender during the investigation
  - Determining whether to transfer the victim or offender to another unit
  - Considering whether a Military Protective Order (MPO) is appropriate
  - Considering whether the victim's condition warrants redeployment or reassignment
- Ensuring victims receive monthly reports regarding the status of their case
- Determining how best to dispose of or delay action concerning a victim's collateral misconduct

Conflicts of Interest

- DSARC must be aware of potential conflicts of interest with Command, including when:
  - Command may direct an independent investigation of a sexual assault incident
  - Command may request additional information about a restricted case
  - In restricted cases, Command may solicit information about a victim if the victim does not report for formation or is otherwise unable to perform his/her duties
  - Command responsibilities to fulfill mission readiness may conflict with a victim's interests
  - In deployed locations, there may be a greater need for information due to safety, logistics, etc.

Working with Command

- Need to understand and respect the difference between the DSARC's role and Command's role
  - Command: Safety and well-being of Soldiers and their families
  - DSARC: Manager and advocate for sexual assault program
- Must find common ground
- Essential to build this relationship for the success of the program

Summary

- DSARC has multiple responsibilities
  - Facilitator
  - Arbitrator
  - Educator
- DSARC is key to successful implementation of SAPR Program in deployed areas
- DSARC must be visible and engaged
  - Building liaisons with first response groups
  - Overseeing UVAs in their performance of sexual assault duties
  - Providing training and education
  - Marketing the SAPR Program

Role Play: Command Relationship

You are the DSARC and you receive a telephone call from the Senior Mission Commander demanding additional information about a sexual assault case. The Commander states that he/she needs to know more details about the incident because he/she is concerned about Soldiers' safety in the AOR, as there have been several incidents reported in the past month. The case that the Commander is requesting additional details about is a restricted case and you initially gave the Commander non-identifying information.

The Commander tells you that he/she wants to be able to depend on you for prevention of sexual assault in the AOR and so this information will be a vital part of this goal.

Small Group Discussion: Command Relationship

1. What information can the DSARC share with the Commander?

2. How can the DSARC both maintain a good relationship with the Commander and maintain the victim's privacy?

3. Are there any steps that the DSARC could take to prevent this type of questioning?

4. What are the DSARC's resources?

Lesson Two

Unit Victim Advocate Oversight

Lesson Two
Unit Victim Advocate Oversight

Learning Objectives:

- Identify selection guidelines for Unit Victim Advocates (UVAs)
- Describe three fundamental elements of victim advocate oversight
- Explain how to ensure continuity of care for victims of sexual assault
- List at least three ways to help a UVA cope with vicarious trauma

DSARC/UVA Relationship

The DSARC:

- Provides oversight of sexual assault cases
- Trains UVAs on how to respond to incidents of sexual assault
  - Ensures UVAs have the knowledge/tools
- Keeps UVAs in their lane
- Protects UVAs
- Monitors the well-being of UVAs
- Assesses UVAs in the performance of their sexual assault duties
- Instills confidence within the system

Reporting to the DSARC

- The DSARC is the designated program manager of sexual assault victim support services in Theater
- The DSARC is responsible for *systemic issues* while the UVA provides *individual advocacy*
- The DSARC is responsible for overseeing and training UVAs in their performance of sexual assault duties

UVA ➔ DSARC ➔ Command

- The UVA may identify Command-related concerns
- When such concerns are identified, the UVA should notify the DSARC
- The DSARC is responsible for addressing Command-related concerns with the appropriate party
- The DSARC is the UVA's resource for resolving systemic issues related to Command or other first response groups

UVA Selection Criteria

UVAs will be selected and appointed in accordance with the following requirements--

- Be recommended by the Chain-of-Command
- Be deployable
- Be able to respond to a sexual assault incident at anytime when on call
- Have outstanding duty performance
- Demonstrate stability in personal affairs (e.g., not have a history of domestic violence or severe personal problems)
- Be required to obtain a waiver from HQDA in instances where the individual has withdrawn from the Human Reliability or Personal Reliability Program in the 2 years preceding the nomination
- Must not have been punished under the UCMJ in the 5 years preceding the nomination
- Must be deployable with a minimum of 1 year retainability in the unit
- Must be appointed on orders to the collateral duty of UVA
- Must be able to attend the SARB as required
- Must complete required initial and annual training

Screening Unit Victim Advocates

- UVAs are screened before being appointed on orders to the collateral duty of UVA

- Once UVAs are appointed, DSARCs should monitor and screen assigned UVAs to ensure their effectiveness as advocates. The following indicators are screen out factors and require consultation with the UVA and the UVA's Commanding Officer:
  - UVAs who are still recovering from a sexual assault
  - UVAs who have <u>any</u> history as a sexual assault offender
  - UVAs who exhibit rigid biases
  - UVAs with availability issues
  - UVAs who have boundary issues

UVA Selection and Goodness of Fit

- Disciplinary referrals, retraining recommendations, and decisions for UVA removal are <u>not</u> the responsibility of the DSARC
- DSARCs who observe a UVA exhibiting any of the UVA "screen out factors" should advise the UVA's Commanding Officer of the identified issue
- Victim feedback can prompt an investigation into whether a particular UVA and the SAPR Program are a "good fit"

Oversight of Advocates' Cases

- The DSARC ensures that UVAs provide appropriate and timely services in sexual assault cases
  - UVAs are key to linking victims to services
  - The SAPR Program is only as good as its advocates
- Informal meetings and case reviews must be held regularly
- The DSARC provides UVAs with support, feedback, and guidance on sexual assault cases

Oversight of Advocates' Cases

The following are questions that the DSARC should use to review UVAs' initial contact with sexual assault victims:

- Did the UVA respond within the established timeline?
- Did the UVA assess the victim's needs and make appropriate referrals?
- Did the UVA provide crisis intervention?
- Did the UVA inquire about any safety concerns?
- Did the UVA explain to the victim his/her reporting options?
- Did the UVA update the DSARC on the victim's reporting choice?
- Did the victim sign the Victim Reporting Preference Statement (VRPS)?
- Did the UVA provide the original VRPS to the DSARC?
- Did the UVA provide the victim with referrals and key POC information?
- Did the UVA ask the victim if he/she would like to receive continued advocacy services?

Continuity of Care

- A victim may require a new advocate if either the victim or the advocate is relocated, or if the victim requests a new advocate
- DSARC ensures ”warm hand-off” if a new UVA is required in Theater or when victim is redeployed
- For “warm hand-off,” DSARC:
  - Obtains victim’s consent prior to assigning a new UVA
  - Reassures victim that new UVA can be just as helpful/supportive
  - Contacts new UVA and briefs him/her on the case
  - If possible, introduces victim to new UVA
  - Requests victim’s permission to follow-up with him/her to ensure smooth transition
  - Ensures appropriate documentation and reporting of transfer

Protecting the UVA

- DSARC must monitor UVAs' reactions to working with sexual assault victims
  - Working with victims will change the helper
  - Helpers may find themselves suffering from some of the same difficulties as victims
  - Difficulty with a case is not an indication that a UVA is doing a bad job or is weak

Vicarious Trauma

- Hearing stories of traumatic experiences can result in a UVA developing post-assault symptoms similar to the victim:
  - Intrusive imagery
  - Depression/PTSD
  - Intense emotions
  - Altered belief system and world view

- Impact of vicarious trauma may include:
  - Over-identification with victim or victim's case
  - De-sensitization
  - Loss of confidence in the system
  - Inability to effectively perform essential tasks or to provide necessary support to victims

Self-Care for Vicarious Trauma

The DSARC should encourage the UVA to:

- Keep perspective
- Recognize his/her limitations and help the UVA set boundaries
- Periodically evaluate his/her work and job satisfaction
- Make changes when needed
- Strive for balance
- Ask for help
- Pursue leisure activities

Advocate Recognition

DSARCs should recognize UVA contributions:

- Provide positive feedback
- Contact UVA's Commander and request to provide positive feedback in annual evaluations
- Public recognition
  - SARB meetings, etc.

Role Play: Oversight of the UVA

You are the DSARC and are meeting with your UVA to discuss the UVA's recent response to a case involving the gang rape of a 19 year old PVT. During the meeting, the UVA informs you that he/she has been having almost nightly nightmares ever since he/she met with the victim at the MTF. The UVA states that he/she "feels like the assault actually happened to me." The UVA also tells you that he/she has been "talking several times a day" with the victim because the victim "doesn't have anyone else to lean on right now."

As the DSARC, address the UVA's boundaries with the victim and any possible signs of vicarious trauma. Discuss self-care with the UVA and the option for a "warm hand-off" to a new UVA.

Small Group Discussion: Oversight of the UVA

1. What are some of the behaviors that the UVA is exhibiting that may be signs of vicarious trauma?

2. What are the DSARC's options for helping the UVA cope with his/her emotional reactions to the assault?

3. What concerns might the DSARC have regarding the UVA's boundaries with the victim?

4. In this role play, is a "warm hand-off" to a new UVA necessary?

Lesson Three

Case Management Skills

Lesson Three
Case Management Skills

Learning Objectives:

- Explain purpose of case management
- Explain the goals of case management
- Explain purpose and responsibility of the SARB
- Define the role and responsibilities of the SARC on the SARB
- Identify the members of the SARB
- Discuss challenges to implementing the SARB

Purpose of Case Management

- The DoD Care for Victims Task Force Report identified that there was no standardized capability at installations to determine the:
  - Timeliness of the response to victims of sexual assault
  - Level of support services offered to victims
  - Accountability of the offender(s)

- The report recommended that a case management model be utilized to improve and standardize the individual and system's response to incidents of sexual assault

What is Case Management

Case management is a standard term used to describe the process for reviewing and evaluating:

- Individual and systemic response to a victim
- Quality of service provided to the victim
- Victim's access to and satisfaction with services provided
- Coordination of the victim's care
- Follow-up care with the victim

This approach is frequently used in civilian communities to track

services, problem solve, coordinate systems, and improve services

Sexual Assault Review Board (SARB)

- The SARB provides executive oversight, procedural guidance, and feedback regarding installation's sexual assault program

- Purpose of the SARB is to improve processes, system accountability, and victims' access to services

SARB Members

- Senior Mission Commander or designated representative (Chair)
- Deployable SARC
- UVAs (if his or her case is being discussed)
- Army Criminal Investigation Command
- Staff Judge Advocate (SJA) or representative
- Provost Marshal or representative
- Law enforcement (military or civilian)
- Chaplain or representative
- SACP or SACC
- Chief, Behavioral Health
- Others as needed (e.g., Victim Witness Liaison (VWL), etc.)

SARB Members' Responsibilities

- Conduct ongoing reviews of current procedures for each alleged sexual assault case for compliance with the regulations, local policies, and accepted high standards of victim care
- Meet at least monthly to review the handling and disposition of all alleged sexual assault cases
- Provide recommendations to the SARB on ways to improve the processing of sexual assault cases
- Participate in required SAPR training
- Conduct ongoing reviews of MOUs/MOAs with other Services and civilian agencies regarding SAPR support

DSARC's Role on the SARB

- Schedule and coordinate SARB meetings
- Ensure meetings are held on a monthly basis
- Facilitate monthly updates on victim cases
- Ensure care and follow-up are provided
- Maintain the integrity of confidential cases
- Remove impediments to obtaining care
- Get status of each member's part in the response to the victim's case
- Document and implement improvements to the process
- Get group input on lessons learned or best practices
- Ensure members are trained

Challenges to Implementing the SARB

Challenges to SARB:

- Deployed environment
- Difficult SARB members/Commanders

Keys to successfully overcoming these challenges:

- Flexibility and creativity for the personnel that cannot attend meetings (e.g., conference calls, emails, etc.).
- Remember that the DSARC is the coordinator, not a dictator. Ensure the team has a shared vision of the purpose of the SARB.
- If something is not working in the SARB process, fix it early. Adjustments will be necessary to find the right balance.

Summary

- Case management is the key to improving the response to victims of sexual assault
- The SARB meetings are key to improving the local response to incidents of sexual assault
- The SARB provides the opportunity for professionals from different disciplines to learn and work collaboratively to streamline and enhance the response to sexual assault victims

Lesson Four

Management Skills

Lesson Four
Management Skills

Learning Objectives:

- Identify the SAPR Program requirements for documentation and data collection
- Understand the DSARC's training responsibilities
- Explain the importance of building liaisons with other first response groups
- Describe at least two ways to market the SAPR Program

Purpose of Documentation and Data Collection

- Assist the DSARC in tracking:
  - Required data elements for unrestricted and restricted cases
  - Services provided to sexual assault victims from initial report until case disposition
  - Fulfillment of required SAPR Program training
- Documentation in victim files should only include the minimum information to perform the above tasks
- Questions to Consider:
  - Who has access to files?
  - Is the information important or needed?
  - Would you feel comfortable with the victim reading his/her case file?

Maintaining Sexual Assault Case Files

- DSARC is responsible for maintaining all sexual assault case files and overseeing information that UVAs include within the case files
  - DSARC ensures only required victim data and information on services provided to victims is included in case files. Details about the incident should NOT be included.
  - Case files will be maintained for five (5) years
  - DSARCs will turn over case files to Installation SARC upon redeployment

- Case files will be kept in a double lock system

- Case files will include the original Victim Reporting Preference Statement and a log of the services provided

Data Collection

- SARCs have responsibility for collection, reporting and maintenance of data, as directed by the Director, SAPR Program
  - Data are collected from UVAs, and all responding agencies
  - Services provided to victims are tracked from initial report through resolution
  - Data will be reported through Defense Case Record Management System (DCRMS), the DoD SAPR database
  - Data on both case management and training will be collected, reported and maintained

Case Management Data

- Will be maintained on hard copy or approved electronic format until the approved SAPR database is rolled out

- Information to be collected pertains to:
  - Case Administration
  - Victim
  - Offender (for unrestricted cases in which the case was “founded” only)
  - Services Provided
  - Victim Advocate Actions
  - Commander Actions
  - Medical Actions
  - Investigative Actions
  - Case Disposition

Training Data

- DSARCs will track (at minimum):
  - Subordinate units that require UVAs
  - Rosters of those UVAs
  - Status of training of UVAs
  - Rotation Dates of UVAs
  - Training provided to senior leaders
  - Training provided to SARB members
  - Training provided to other groups

- DSARCs will record fulfillment of training requirements in DCRMS and maintain sign-in rosters and training evaluation forms, if required

Essential Training Tasks: First Responders

- Army Reg. 600-20, Chapter 8, Appendix I outlines essential training tasks for each of the responder groups:
  - HCPs
  - SARCs
  - IVAs and UVAs
  - Chaplains
  - Law enforcement
  - JAG Officers

- Responder groups are required to receive initial and refresher training on the essential training tasks

DSARC Training Requirements

- DSARC is responsible for training:
  - UVAs in a deployed environment
    - 8 hours of initial training required prior to assuming victim advocate duties
    - 32 hours of annual continuing education training required for on-going certification as a victim advocate
  - Senior level personnel
  - Command sponsored training, as requested
    - Orientation and newcomer briefings
    - Unit level awareness

Learning Scenario: DSARC Fulfillment of Training Requirements

The DSARC just arrived in Theater and assumed her position as the DSARC. The Senior Mission Commander contacts the DSARC to discuss both his interests and concerns with the SAPR program. The commander tells the DSARC that he has little confidence that the AOR has an effective training program. He isn't sure whether all first responders have been trained in their role within the SAPR program. In addition, random questioning of male and female Soldiers during unit inspections and visits to the mess hall and Post Exchange indicated spotty understanding of confidentiality and other key elements of the Army's sexual assault policy. The commander directs the DSARC to brief him in two days on how she will improve training and sexual assault awareness amongst Soldiers.

How can the DSARC prepare for the briefing and what should he or she say to the commander?

Building Liaisons

Building Liaisons

DSARCs need to build strong liaisons with:

- Senior Mission Commanders
- Law enforcement
  - Army Criminal Investigation Command
  - Provost Marshal (PMO)
- Medical services
- Chaplains
- Judge Advocates
- Behavioral Health/Social Work services

Liaisons with Investigative Response Groups

Steps to build relationships with investigative response groups:

- Understand the investigative process
- Determine how UVAs can be useful during the investigative process
- Be open to receiving feedback from investigative groups about concerns regarding UVAs
- Establish open dialogue
- Train UVAs on the information provided

Liaisons with Medical Facilities

- Steps to build relationships:
  - Be familiar with medical facilities, procedures, and personnel involved
  - Consider inviting medical personnel to assist in training advocates
  - Know the names of key personnel at medical facilities
  - Be familiar with SOPs for the healthcare management of sexual assault in Theater

Liaisons with Other Resources

- Public Affairs Officer (PAO) can:
  - Advertise SAPR Program
  - Field questions from the media

Marketing the Program

- DSARC works with Senior Mission Commander, and PAO to market program through:
  - "Quick Series" book and VA & SAPR tri-folds
  - Posting policy and information on victim services on unit bulletin boards
  - Developing posters/flyers with POCs for SAPR Program
  - Coordinating events for April--Sexual Assault Awareness Month

- DSARC should develop a comprehensive marketing program with milestones

Evaluating the Program

- Assist Senior Mission Commander with implementing the sexual assault victim assistance checklist
- Develop and evaluate strategic plan for marketing program
- Utilize training evaluation forms to solicit participant feedback on SAPR training
- Utilize victim feedback forms
- Collect data surveying general awareness of SAPR Program in the AOR

Summary

- DSARC utilizes management skills to oversee SAPR training, documentation and marketing of program
- DSARC oversight is critical to success of program

Role Play: Building Liaisons

The DSARC is scheduled to meet with a CID commander to discuss how UVAs can be useful in investigative interviews. During the past few weeks, several CID agents have refused to allow UVAs to accompany victims during the interview. Some of the agents are unclear with the role of the UVA during the interview.

How can the DSARC explain the importance of all first responders working as a team in accomplishing the goals of the SAPR Program and meeting the needs of victims of sexual assault? How can the DSARC address the issue with CID agents refusing to allow UVAs to accompany victims?